

**CONFIDENTIAL
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OFFICIAL REPORT

on the

SEVENTH AGENCY ORIENTATION COURSE**I. Introduction**

The Seventh Central Intelligence Agency Orientation Course was conducted by the Office of Training in the U. S. Department of Agriculture Auditorium on Tuesday, Wednesday, Thursday, and Friday, July 8, 9, 10, and 11, 1952. The program ran for three hours each day from 0900 until 1200. This was the third Agency Orientation Course under Regulation [redacted] directing that such programs be held once every three months. In this report we will recommend a change in the Regulation which has already been discussed with the Training Liaison Officers who feel that much benefit will be achieved both for them and for us by the modification in the Regulation.

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II. Program

The material for the Seventh Agency Orientation Course was broken down into four segments as follows:

- "Background"
- "Support and Coordination"
- "The Production Function"
- "The Impact of Intelligence"

Always hoping to be our own most severe critics, we felt that this arrangement of the subject material was more clear-cut than what we had on previous programs. This does not mean that we have arrived at a level of rigid perfection which will remain unaltered in the future. We do feel, however, that the breakdown of this particular course helped to reduce to a minimum a duplication between the days and between the subjects.

In the printed program, we continued to include the synopses of each presentation. The audience reaction to this has been most favorable because, by reading the subject paragraphs in the program, the persons are alerted ahead of time as to the content of what might otherwise merely come to them after the speaker has consumed a considerable part of his allotted time; and secondly, these printed precis enable persons to prepare their questions long before the actual lecturer appears on the program. Of course, from our stand-

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point in the Office of Training, we again found that the preparation of these substantive paragraphs ahead of time compelled the speakers to address themselves to their subject matter in a way in which they came well-prepared and thus avoided any floundering on the stage by merely giving "off the cuff" at the last moment.

The content of the Seventh CIA Orientation Course was again designed with the objective of aiding persons who already are indoctrinated in the intelligence field. In this way, it is of direct assistance to those who have been in the Agency for quite some time and who, by the impact of daily work, have a need to pull back in objective fashion to look at the total functional intelligence field of which they are a part.

III. Particular Differences from Previous Courses

1. The Historical Presentation

Under the heading, "The Development of CIA," an entirely new approach was taken in an effort to show the challenge which faced officials a few years ago as to how to launch a Central Intelligence Organization. An effort was made to analyze the alternatives which presented themselves, with an aim of showing the strengths and weaknesses of each of the methods. As a chapter in the Orientation Course, this whole approach toward "development" apparently proved quite satisfactory.

2. Internal Security

The Federal Bureau of Investigation, which had participated on the Sixth Agency Orientation Course, was dropped. Since we have no internal security functions, the elimination of the FBI presentation did not appear as a gap in the continuity.

3. Highlights

In previous courses, we made a five-minute recapitulation at the end of each day's program of the main substantive points covered by each speaker. On this occasion, we dropped the summary at the end of each day in favor of a five-minute "Highlights of the Previous Day," which went on as the first item on

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the second, third and fourth mornings.

4. Panel

During the Sixth CIA Orientation Course, we introduced the concept of panel discussion. However, on that occasion, we had very little control over the momentum and format of the panel since it was chaired by one of the members. On this occasion, we avoided the awkwardness of having one of the panel members act as a conduit through whom the questions went before going to the other panel participants by retaining the responsibility of sifting the questions and asking them of all members so that one was able to comment upon the answer given by another and thus create the element of interesting and friendly discussion.

5. New Personalities

25X1 [redacted] The Assistant Deputy Director of the Office of National Estimates came to us on this occasion because Sherman Kent, who has appeared on most of our Orientation Courses was absent from the city. [redacted] presented the subject, "National Intelligence."

25X1 [redacted] In the absence of the Assistant Director of the Office of Research and Reports, Mr. Robert Amory, we had [redacted] covering the subject, "Research," in the production function of intelligence.

25X1 [redacted] Because Mr. Walter Wolf, the Deputy Director (Administration), was out of the city and the Acting Deputy Director (Administration), Colonel White, was unavailable, we had [redacted] who presented the "Administrative Support" subject.

25X1 [redacted] Since the Office of Training was fortunate to get Mr. [redacted] as Deputy Director of Training (General), we were compelled to go to the Office of Current Intelligence for their best substitute. Mr. [redacted] covered the topic, "Current Intelligence."

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25X1 [redacted] Because official business kept Mr. Harry Rositzke away from headquarters, Mr. [redacted] presented the subject, "The Soviet Intelligence System."

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IV. Evaluation1. General Comment

Our purpose is not to seek laudable reactions from those who attended but rather to have them indicate in frank fashion their reactions to the program as a whole and to the individual presentations. However, we are glad to report that the comments from our own personnel within the Agency and from our guests of the IAC Agencies have been uniformly good. Many of these reactions have come from persons who did not attend but who are "going to attend the next one" because of what persons in their offices had "told" them about how much they "enjoyed and benefited" by the last course. As in all such programs, we ourselves are constantly on the lookout during the period of preparation, during the actual conduct of the course, and after its completion, to evaluate the strong points and recognize the weaknesses. This constant vigilance is our best gauge for continuance and improvement of the good and for elimination of the weak parts for which good substitutions must be made.

2. The DCI

With absolutely no reflection upon our good friend and firm supporter, Mr. Allen Dulles, who gave the program such a strong endorsement when he gave the "DCI's Message" at the Sixth Agency Orientation Course, we must admit, however, that the presence of the Director himself during the first morning of the Seventh Course was indeed a welcome tonic, setting a high tone for the entire four days. As in all previous courses, his remarks were short and potent. No one in the auditorium could misinterpret the simplicity and directness of his words. Of course, the highlight of the entire Seventh Course was the unanticipated and voluntary return of General Smith to the rostrum to answer in masterful fashion a question which had previously been directed to the Secretary of the Navy. When we realize the constant demands on the time of the Director, we of the Office of Training should take great consolation in the fact that he not only appeared three times on the Seventh Course (first, to give his introductory message; second, to introduce the Secretary of the Navy; and third, to speak about the relationship of policy and intelligence), but has since then informed the Director of Training of his willingness to appear on all future

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Orientation Courses to answer "any questions" that might be in the minds of the personnel. Such a fitting climax for future courses, coming as a suggestion from the DCI himself, adds confidence to all our efforts to continue to maintain the strength and stature of the Orientation Programs.

3. New Participants

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[redacted] Though we had no fear that [redacted] would do a weak job, we must admit that our anticipations were gladly surpassed by the task he performed in a simple, frank manner. He gave the audience the best presentation which has ever been done on national intelligence and national intelligence estimates. With an element of unique enjoyment, which expressed a desire to communicate the feelings and emotions of the IAC members and of the persons preparing and revising estimates, plus his inimitable ability to belittle greatness and to elevate what might customarily be called the lesser factors, he made a presentation which was genuinely masterful. Our fond hope is that we will always have [redacted] on future courses.

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[redacted] did much personal research in preparation for his lecture on "research." His finished product was good, though not as comprehensive and authentic in character as what we received previously from [redacted].

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[redacted] has good platform presence and sufficient experience in the whole field of administrative support to give us the kind of good product which we received. In seemingly effortless manner, he made the field of administration a sine qua non in the total effort of intelligence. At the same time, he did not over-sell but was judicious in telling his audience that the administrative field does not "tell" Operations what to do even though the tie-in up and down the line between Operations and Administration is a closely-bound unity.

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[redacted] We know, from constant discussion with Mr. [redacted] during the weeks prior to the Course, that he spent considerable time and effort in preparing his material. As a literary masterpiece and philosophic-type presentation, it must be rated excellent. However, many of those in attendance felt that the material was "over the heads" of many people. In fact, Mr. [redacted] in discussing his opus with me, said that he had

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personally felt such a reaction. Though his presentation may be the best of the entire course when printed, I believe that this very important field of "Current Intelligence" must be approached more practically during the next course. Since this was always one of our best parts when done by [redacted], I am sure that our discussions with him on the subject will help in achieving our desired goal at the Eighth CIA Orientation Course.

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[redacted]: Though Mr. [redacted] did not have the histrionic capacity of Harry Rositzke, he did present an interesting analysis of his subject. A vote of confidence is due him in this report for the manner in which he kept his balance of mind and expression even with the arrival of the DCI and the Secretary of the Navy. [redacted] has a great desire to improve his product and has already begun to consider a change in his methodology for his next appearance with us.

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4. Scientific Panel

The format adopted during the Seventh Course brought conspicuously beneficial results. The flow of questions for the Panel far surpassed our anticipations. Our work with the Panel Members prior to the program, and the decision to have the Panel Members act with equality rather than one segment being under another as we had during the Sixth Course, brought a more even flow and easier inter-changeability of viewpoints. On this basis, the Panel was a welcome change of pace to the normal format of the total four-day program.

5. Highlights

The five-minute opening summaries on the second, third and fourth days were much better-placed than being given as recapitulations at the end of the previous days. Furthermore, they did serve to re-ignite in the minds of people the points of the presentations already heard, and in this way served as a natural link for the lecturers to follow.

6. Outside Agency Participation

Never forgetting that our Orientation Courses are Central Intelligence Agency Programs for Central Intelligence Agency personnel, still we are consoled in the fact that the mingling of IAC

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personnel, both on the program and in the audience, continues to have a healthy reaction both with our own Agency people and with the personnel of the Departments.

7. Bibliographical Impact

We are more convinced than ever of the benefits achieved by including an appropriate bibliography at the end of the printed program for the Orientation Course since we have been informed by our CIA Library that they have noticed a very conspicuous demand on their material after each of the Courses. This additional work-load they attribute to the printed bibliography which we are constantly attempting to keep current and always improve. This news from the Library is indeed healthy.

V. Cooperation in Conducting the
Seventh Agency Orientation Course

1. Within CIA

Thanks again go to our own OTR for the wonderful co-operation received, ranging all the way from alerting speakers, which was done by [redacted] down to the actual stage assistance handled so capably by [redacted]

[redacted]. From the Office of Personnel, we received three persons who gave us efficient and cooperative assistance not only throughout the programs but each day before and after. The Office of Security on this occasion had a greater task than during the previous courses, especially in making the emergency name checks for persons attending from the IAC Agencies. Again the Office of Security gave us that element of protection without which the entire program could not have been conducted. An official word of thanks has been sent to Administrative Services for the courteous and capable manner in which the transportation factors were planned and implemented. From Organization and Methods, we again received timely support in the preparation of Initial and Final Registration cards and in having a double check done on these after the Course was completed. From the Graphics section of OTR came the type of initiative and product which again gave us visual aids of the same high standard which we have received from them for previous courses. In our vault, we are now assembling an appropriate variety of such material which can be and has already been used for purposes other than the Orientation Courses. A note of assistance from within our

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Agency would be incomplete without an official notation on the willingness of the DDI to come to the rostrum on each occasion to introduce our IAC guests and of the willingness of busy officials in key posts in the various offices to prepare and present their material. Again, a large measure of credit for the success of the Seventh CIA Orientation Course is due to [redacted] for his patient and capable mastering of the manifold duties assigned to him in evolving appropriate visual aids, in establishing and adjusting attendance quotas, and many other duties..all essential for success. A final note of official thanks should, of course, go to Miss [redacted] for keeping an inventory of numerous items which had to be checked, double-checked, cross-checked before the program was conducted, and for her patience in working on manifold drafts, re-drafts..all essential to the kind of product which eventually appeared with the simplicity of clean print.

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2. Outside of CIA

From the Department of the Navy, we received splendid assistance after their top official, the Secretary, accepted the invitation to be with us. The Deputy Director for Intelligence, The Joint Staff, Brig. [redacted], apparently alerted his entire office to the importance of the assignment of appearing on the program, and in our many contacts with him and others of his organization, we always got the most cordial treatment.

From all segments of the Department of Agriculture, we again received the most cordial-type assistance both in preparing for the Course and in the actual conducting of it. The officials of the Department were most regretful that one of the air-conditioning machines broke down prior to our program but, under the circumstances of unseasonable heat and humidity, we are most grateful for all that they did to make our meetings as comfortable as they were.

VI. Recommendations

1. Economic Panel

Because of the success of the Scientific Panel during the Seventh CIA Orientation Course, and with the conviction that a similarly conducted panel in the economic field will bring

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equally satisfactory results, we recommend that we institute during the Eighth Orientation Course an Economic Panel, to be conducted in the same way as the Scientific Panel was staged during the last program.

2. Attendance Record

Though we have surmised during previous Courses that the attendance fell off during the second and third mornings when no registration was required, we are now convinced of this fact and recommend that, since the Registration Card method is now done by the IBM process, we use four cards instead of two to ensure that persons attend the entire program when they are designated to do so by their offices.

3. Distribution of "Digest"

Because of the awkwardness in distributing sections of the Kent Strategic Intelligence Digest to all of the participants at the Orientation Course, and with the worthwhile suggestions coming from our own Office of Training that the three sections be bound into one, we recommend that our next printing of the Digest bring out a single booklet for all three parts and that the booklet be distributed in accordance with the instructions of the Director of Training.

4. Time Element on Course

According to present CIA Regulations, Agency personnel may take the Orientation Course at any time. Since the only compulsory factor is that they must take it sometime, we have run into serious scheduling problems with this present open-end type of regulation. It is accordingly recommended, and the recommendation has been concurred in by the Training Liaison Officers, that the Regulation be amended to indicate that those who have been in the Agency two years will be expected to have taken the Course. If such a time factor proves that the numbers of persons are beyond our capacity for a particular course, we will easily be able to see that they get priority of attention for the next. But in this way, we will never have the problem which we have unfortunately experienced during the last few days prior to the Seventh Course when some offices reduced their figures from a high allotment to such a lesser

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number that the appearance in the auditorium would have had conspicuous gaps of absentees. Though the Director of Training asked for a special report on such scheduling problems, it is felt that, if the present recommendation is adopted, no such report will be necessary.

5. Change of Monthly Schedule

According to the Regulation as now printed, the CIA Orientation Course is to be conducted on the second week of January, April, July, and October. We have confronted serious problems in January and in July in both preparing the programs and in maintaining proper attendance. The second week of January is too close to the Christmas and New Year Holiday period to meet with many persons who are unavailable during this period, and the second week of July not only comes at the peak of the summer vacation but also is close to the national holiday on the Fourth to augment the problem. Hence, we recommend that the Agency Orientation Course be conducted on the second week of February, May, August, and November, which will make the first course during each calendar year much more practicable to work on; and even though August is still quite a summer-vacation month, the adoption of this recommendation will pull the program away from July 4th and in that manner be of benefit both to us and to the offices who are scheduling the persons. It is further recommended that this system be inaugurated with the Eighth Orientation Course, which would mean that it would be conducted during the 4th, 5th, 6th, and 7th of November 1952. A tentative arrangement has already been made with the Department of Agriculture, reserving the auditorium for these days.

Chief, Orientation and Briefing Division

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